Phyllis J. Verhonick Nursing Research Conference

The Relationship of Job Stress to Job Satisfaction and the Intent of Army Nurse Corps Officers to Stay in Active Military Service

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Purpose

To examine the relationship of job stress to job satisfaction and intent to remain on active duty military service as expressed by Army nurses.

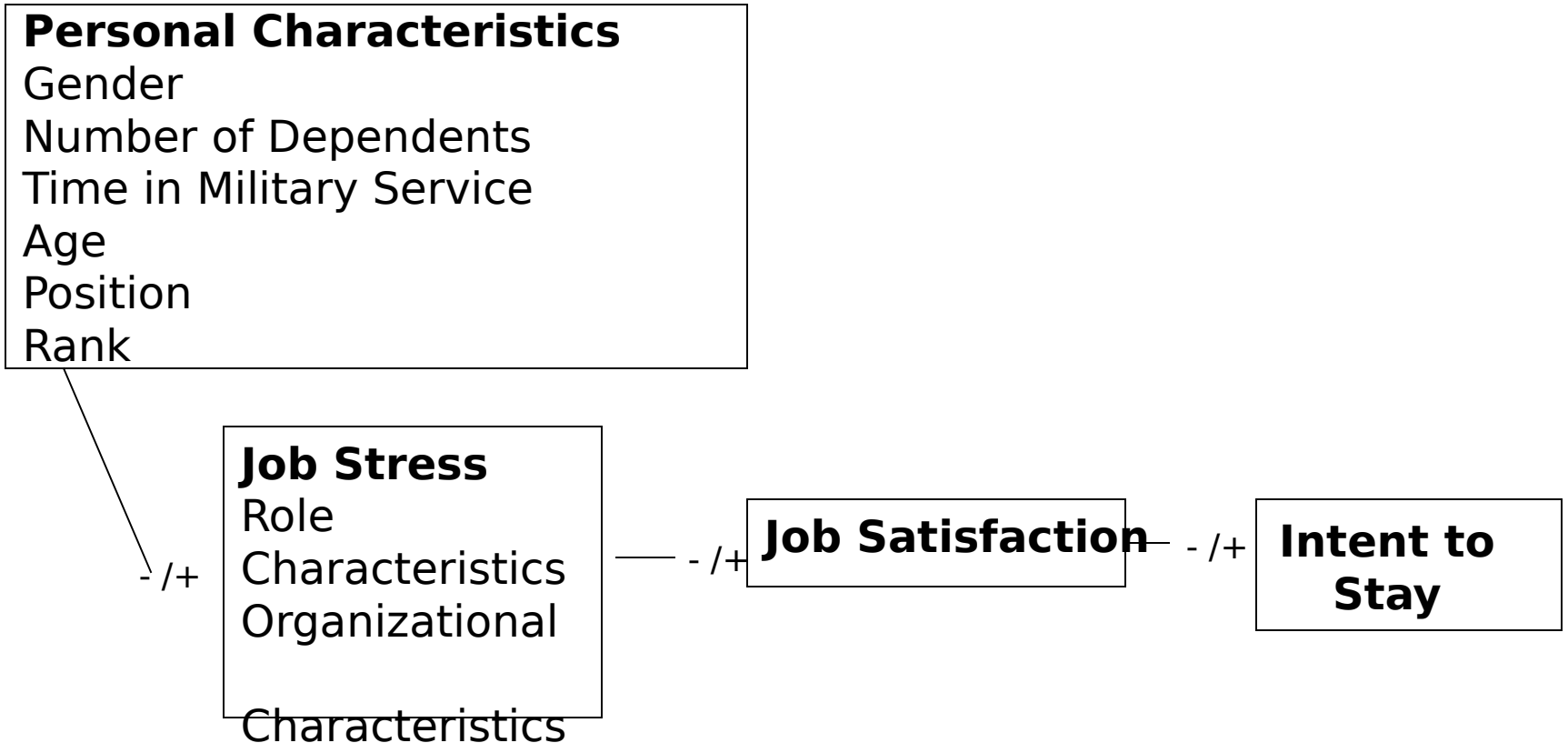
Background

1. Nursing shortage faced by United States
   - Aging Workforce
   - Decreased Enrollment in Nursing Scho
   - More Career Choices

2. Changes in military healthcare system
   - Downsizing
   - Restructuring

3. Deployments

Conceptual Framework



Adaptation of the General Research Model by Summers, Decotiis, and DeNisi (1995)

Research Questions

1. What is the job stress level experienced by Army nurses?

2. What is the relationship between personal characteristics and job stress?

3. What is the job satisfaction level of Army nurses?

4. What is the relationship between job stress, job satisfaction, and intent to stay on active military service?

Literature Review

(Job Stress)

Results from:

1. Unpredictable events at work
2. Emotional involvement (patient suffering)
3. Lack of support, respect, and recognition at work
4. Inadequate staffing
5. Increasing responsibilities
6. Organizational policy mandates
7. Personnel management requirements

Literature Review Continued (Job Satisfaction)

Affected by:

1. Manager behavior
2. Leadership style of supervisors
3. Empowerment/autonomy
4. Scheduling and work hours
5. Presence/absence of mentoring

Literature Review Continued (Intent to Stay)

Affected by:

1. Job satisfaction level
2. Leadership behaviors
3. Perceived listening support from family, friends, supervisor

Methodology

Research Design – non-experimental descriptive correlational study.

Sample – 250 Army nurses at to a medical center or a community hospital in 2 regions of the country.

Instruments -

1. Demographic Data Sheet
2. The Nursing Stress Scale (Gray-Toft & Anderson, (1981)
3. The Index of Work Satisfaction (Stamps, 1997)

Methodology Continued

Procedure

Facilities randomly selected (8, 17)

Nurses randomly selected

Modified Dillman survey method used

250 surveys sent, 136 usable surveys returned (54%)

Findings

1. **What is the job stress level experienced by Army nurses?**

On a scale of 1(no stress) to 4 (high stress), the average level of stress was 2.04. The level most reported was 2.21.

The participants were most stressed by conflict with physicians and least stressed by lack of support.

Findings Continued

2. **What is the relationship between personal characteristics and job stress?**

There was no statistical relationship between job stress and personal characteristics (position, age group, rank, gender, number of dependents, time in military service, organization type).

Findings Continued

Additional Information:

1. Staff nurses and to a slightly lesser degree head nurses more stressed than other positions

2. Younger nurses more stressed than older nurses

3. Nurses assigned to medical centers more stressed than nurses assigned to

Findings Continued

3. What is the job satisfaction level of Army nurses?

On a scale of 1 (very dissatisfied) to 7 (very satisfied), the mean level of satisfaction expressed was 4.35 (4 was neutral).

Participants were most satisfied with pay and least satisfied with task requirements related to their job.

Nurses at medical centers were more satisfied than nurses at community hospitals.

Findings Continued

- **What is the relationship between job stress, job satisfaction, and intent to stay in active military service?**

On a scale of 1 (definitely leave) to 5 (definitely stay), the mean score was 2.93 indicating an inclination to leave the organization.

There was a moderately negative correlation between job stress and job satisfaction but no statistical relationship between these variables and intent to stay.

Discussion
Major Concepts
(Stress)

Supported by Literature:

There is a relationship between job stress and job satisfaction (Gray-Toft & Anderson, 1981)

Not Supported by Literature:

Personal characteristics influence job stress (Summers, Decotiis, & DeNisi, 1995)

Discussion Continued
Major Concepts
(Stress)

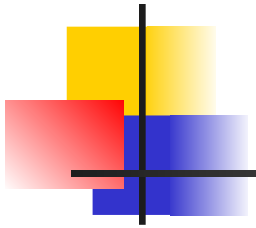
Narrative Comments:

1. “Our nursing system is becoming more taxed each day as more personnel are deployed and the hospital administrators’ want to keep standards of care and current patient loads at level before 9/11”.

2. “…not being able to spend family time with kids when they are sick or have surgery.”

3. Duel military family: “I struggle with this everyday. I love the Army but I love my family

Discussion Continued
Major Concepts
(Job Satisfaction)



Supported by Literature:

There is a relationship between job stress and job satisfaction (Healy and McKay (2000).

Discussion Continued
Major Concepts
(Job Satisfaction)

Narrative Comments:

1. “Most head nurses do tons of admin [tasks], care for large amounts of staff, and also care for patients. Head nurses should receive an additional bonus every month like doctors and others [do]. (consistent with Cavanaugh, 1992)

2. Belief that senior leaders do not, for the most part, develop junior officers and they are left to fend for themselves. (consistent

Discussion Continued
Major Concepts
(Intent to Stay)

<u>Not Supported by Literature:</u>

In this study there was no statistical relationship between intent to stay and job stress or job satisfaction.

However, 59% of respondents indicated a potential of remaining until retirement.

Discussion Continued
Major Concepts
(Intent to Stay)

Narrative Comment:

One reason for captains leaving the nurse corps “has to do with desire to live with spouse, have a stable family life, be near family support, and spouses job”.

Implications

1. Nurses should participate in decisions about major issues on the unit.

1. Stay informed about policy decisions that affect them.

1. Mentor less experienced personnel.

1. Replicate study using nurses assigned to deployable units and those who have been deployed.

Questions?